

Index

A

Adulthood, transition to, 14–15
 Advisers, outside, 56, 57
 Advisory boards, 41
 Alliances, family, 16, 17
 Aristotle, 95
 Assemblies, 12, 25, 44
 Assets:
 growth of, 50
 in human capital, 62
 illiquid, 36
 liquid, 36, 41
 reports on, 51
 sharing, 1–2, 26. *See also* Governance structures and processes

B

Banks, family, 55
 Best practices, 80, 81
 Bird's-Eye View, 82, 84–88
 dimensional view, 86–88
 practice area tables, 88–89
 Boards of directors, 41, 68
 Bonds, shared, 26
 Boundaries:
 of enterprising families, 8–10
 and governance structures, 41
 Boyatzis, Richard, 64
 Branch families, 13–14
 Brundtland, Gro, 2, 79
 Business plans, 67

C

Children, 52, 70
 Codes of conduct, 67
 Collective goals, personal vs., 40
 Collective investor mindset, 24

Committee(s):

 education, 25
 investment, 41
 Communication, family, 16–17, 43
 Community involvement, 25
 Competencies, relationship-based, 63–69
 Complexity of connections, 26–30
 Conflict resolution, 66
 Conflict surfacing, 66
 Constitution, family, 43–44, 67
 Consultants, outside, 53–54
 Continuity, fostering, 25
 Culture (of family enterprises), 22
 Current assessment rating averages, 87, 89

D

Decision-making processes, 36–37, 42, 45
 Development, *see* Human capital and leadership development
 Dimensional view, 86–88
 Diversification, 67
 Documents, 51

E

Economies of scale, 38
 Education:
 as area for governance, 36
 and sustainability, 71–72
 of younger family members, 54
 Educational messages, 53
 Education committee, 25
 Elder family members, 37, 38
 Emotional history, shared, 5–8
 Emotional intelligence, 64–65

- Enterprising families, 1–19
 boundaries of, 8–10
 business of, 3–5
 creating sustainability for, 19
 definition of, 4–5
 membership challenges with, 10–13
 “public” dynamics of, 17–19
 shared emotional history of, 5–8
 transitions in, 13–15
 triangulation in, 15–17
- Entitlement, sense of, 52, 67
- Entrepreneurialism, 23
- EQ, 65
- Exploratory business ventures, 37
- External visibility, 68
- F**
- Family banks, 55
- Family constitution, 43–44, 67
- Family councils, 41, 45–46, 66–68, 70
- Family dynamics, “public,” 17–19
- Family Enterprise Leadership System (FELS), 64, 65
- Family history, 18
- Family legacy and connection, 9–10, 19, 21–34
 case study, 31–33
 and complexity of connections, 26–30
 components of, 21
 as culture of family enterprises, 22
 other than via shared assets, 30
 philanthropy included in, ix
 and shared risk/opportunity, 22–26
- Family meetings, 15, 40, 44
- Family mission, 39–42
- Family offices, 57
- Family relationships:
 developing, 36
 dynamics of, 23
 “Family think,” 6
- Family Wealth Sustainability Index, 2–3, 45, 75, 80–83
 benefit of using, 93
 and development of unique roadmap, 77, 78
 goal of, 42
 and next generation, 64
- Financial accountability and management, 19, 49–60
 case study, 58–60
 individual’s role in oversight of, 50–52
 and instilling financial responsibility, 52–55
 and long-term risk, 56–58
- Financial responsibility, instilling, 52–55
- Flexibility, and family connection, 26
- Future, planning for the, 94–95
- Future importance, 89
- G**
- Gap rating, 89
- Generational dynamics, 28, 37–38, 52
- Genograms, 7–8, 97, 99–100
- Getting together, 4
- Goals, 39–40, 42
- Goleman, Daniel, 64
- Governance structures and processes, 19, 23–24, 35–48
 areas of, 36
 case study, 46–48
 development of, 42–46
 effectiveness of, 38
 and family mission, 39–42
 focus of, 39
 formalizing, 36–38
 forms of, 41
 need for, 37
- Gratitude, 67
- Growth:
 of family assets, 50
 long-term focus on, 23
 in number of family members, 23
- H**
- Human capital and leadership development, 19, 25, 61–74
 case study, 72–74
 definition of human capital, 62
 philanthropy included in, ix
 as process, 62–63
 and relationship-based competencies, 63–69
 value of, 69–72

I

Illiquid assets, 36
 Information, sharing, 53
 In-laws, membership challenges for,
 11–12
 Investing (financial), 54
 Investment (in family members),
 22–23
 Investment committees, 41

J

Joint ownership, 55

L

Landscape chart, 76, 89–91
 Lao Tzu, 68
 Leaders, family, 65, 68–69
 Leadership development, *see* Human
 capital and leadership development
 “Leading by example,” 70
 Legacy, family, *see* Family legacy and
 connection
 Limited liability corporations, 51
 Liquid assets, 36, 41
 Lombardi, Vince, 63
 Long-term focus, 23
 Long-term risk and finance
 management, 56–58

M

“Making your mark,” 26–28
 Managers, outside, 56–57
 Market share, decline in, 24
 Marriage, 10–11, 13, 28–29
 Mayer, John D., 64–65
 McKee, Annie, 64
 Medical policies, 13–14
 Meetings, family, 15, 40, 44
 Membership:
 challenges of, 10–13
 ownership vs., 30
 Mentors, 71
 Mission, family, 39–42
 Money:
 differing values toward, 37
 and wealth, 61

N

Newcomers, family, 28–29

O

Offices, family, 57
 Opportunity, shared, 24–26
 Opting out, 44
 Orientation for new members, 12–13
Our Common Future (UN report), 79
 Outside help, getting, 53–54, 56–57
 Ownership:
 joint, 55
 membership vs., 30
 sense of shared, 53–54
 stewardship vs., 50–51

P

Past, influence of the, 7
 Patriarchs, 38
 “Personal bucket,” 55
 Personal goals, collective vs., 40
 Philanthropy, ix, 25, 26, 36, 54, 66
 Planning for the future, 94–95
 Polarization, 15
 Practice area tables, 88–89
 Preferred Route, 76, 77, 82, 89–91, 93
 Prenuptial agreements, 11
Primal Leadership (Goleman, Boyatzis,
 and McKee), 64
 “Public” family dynamics, 17–19
 Public information, 53

R

Raison d’être, 39
 Regeneration of wealth, 50
 Relationship-based competencies, 63–69
 Relationships, as family energy source,
 62
 Relative Solutions, 2, 64, 95
 Reports, on financial assets, 51
 Responsibility, financial, 52–55
 Retirement, of senior leaders, 13
 Return on investment (ROI), 50
 Risk:
 best hedge against, 50
 long-term, 56–58
 shared, 23–24

- Roadmap Timetable, 77, 78, 90
 Roadmap to sustainability, 75–95
 Bird's-Eye View, 82, 84–88
 case study, 79–80, 91–95
 designing your, 77–79
 dimensional view, 86–88
 and Family Wealth Sustainability
 Index, 80–83
 landscape chart, 76, 89–91
 and planning for the future, 94–95
 practice area tables, 88–89
 setting base point for, 82–94
 timetable for developing, 78
 Rockefeller family, 25
- S**
 Salovey, Peter, 64–65
 Samson Brothers Family case study,
 30
 family legacy and connection, 31–33
 financial accountability and
 management, 58–60
 genograms, 99–100
 governance structures and processes,
 46–48
 human capital and leadership
 development, 72–74
 roadmap to sustainability, 79–80,
 91–95
 Self-worth, 25
 Senior leaders, retirement of, 13
 Sense of purpose, shared, 36
 Separateness, 9, 26, 30
 Shared assets, 26, 30, 35, 53
 Shared bonds, 26
 Shared economy, 50
 Shared emotional history, 5–8
 Shared information, 53
 Shared ownership, sense of, 53–54
 Shared risk and opportunity, 22–26
 Social mission, shared, 25–26
 Staying together, 4
 Stewardship, 51
 Stopovers, 76
 Strategic planning, 69–70
 Succession planning, 63
 Suspiciousness, 10
- Sustainability:
 best practices for, 80, 81
 concept of, ix
 difficulty of achieving, 21
 dimensions of, x. *See also individual
 dimensions*
 for enterprising families, 19
 as evolutionary process, 5
 goal of, 52
 Sustainability Index, *see* Family Wealth
 Sustainability Index
- T**
 Teams, and shared bonds, 26
 Tension(s):
 marriage and, 29
 triangulation and, 16
 Transitions, 13–15, 39
 Transparency, 43, 53
 Triangulation, 15–17
 Trust:
 creating, 23, 42
 importance of, 58
 Trusts, 56
 Trustees, 56–57
- U**
 Uniqueness, each family's, 40
 United Nations World Commission on
 Environment and Development
 (WCED), 2
- V**
 Visibility, external, 68
 Vision, 25
- W**
 Wealth:
 growing family, 50
 money vs., 61
 regeneration of, 50
 and transition to adulthood, 14–15
- Y**
 Younger family members, 37, 54
 and conflict resolution, 66
 and trustees, 56–57

Stay in touch!

Subscribe to our free Finance and Accounting eNewsletters at
www.wiley.com/enewsletters

Visit our blog: www.capitalexchangeblog.com



Follow us on Twitter

@wiley_finance



“Like” us on Facebook

www.facebook.com/wileyglobalfinance



Find us on LinkedIn

Wiley Global Finance Group

 **WILEY** Global Finance
WHERE DATA FINDS DIRECTION

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>